

EO Newsline

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<u>Branch Head's Comments</u>	1
<u>Senior EOA's Comments</u>	2
<u>Hail and Farewell</u>	3
<u>MPE News</u>	3
<u>Equal Opportunity Advisors</u>	7

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*Equal
Opportunity*



*The Bridge
to Marines
"One in
Spirit"*

Branch Head's Comments

Col W. Clayton Johnson

Head, Manpower Equal Opportunity Branch

EO—THE BRIDGE TO MARINES ONE IN SPIRIT

THE UNITED STATES MARINE: A SPECIAL BREED, "ONE IN SPIRIT!"

Marines, "one in Spirit" has taken on even more significance in light of the recent events highlighted in ALMAR 041/01, "A New Reality." The following quote from one of the Marine Corps' most influential leaders, Major General John A. Lejeune, speaks to this one spirit:

"I deem it my highest duty to be the welding of units into a harmonious whole, and the kindling of spirit, or esprit, which would animate the hearts of all..."

The spirit that General Lejeune speaks of must continue to be fostered, nurtured and made a moving force in all organizations throughout our Corps because Marines are indeed one in spirit. Once a Marine, always a Marine is just one example of this "one in spirit." Equal Opportunity mission accomplishment is the bridge

to Marines being "one in spirit." Welding a unit into a harmonious whole and the kindling of spirit or esprit is the most important tenet of effective command in this new reality that is fraught with uncertainty and a requirement for a multidimensional mindset. The US faces a world in which change occurs with ever increasing speed, a world in which future leaders of our Corps must prepare for challenges over time, while meeting extant threats at any given time. A prerequisite for bringing Marines in one spirit in preparation for this new reality is that every Marine must be fully integrated into the team and each member of this team must understand and trust each other.

As stated in ALMAR 041, "we have prepared through organizational change, and for which our expeditionary capabilities will be highlighted and in great demand. As we respond to this tragedy, our focus, as always, is to mission first, and people always!" Assuredly, the Marine Air Ground Task Force (MAGTF) will remain the bedrock of our organization for combat. When we speak of the MAGTF, trust and teamwork among the Marines is

implicit. We operate in such a way that commanders have absolute confidence that required support will be provided when and where it is needed. This unquestioned confidence is a defining feature of the relationship between the elements. This high level of trust and confidence is the bond that produces the cohesion for the elements to be effective. As stated in the Commandant's Guidance, "Trust is built upon mutual respect and confidence, enabling mission accomplishment under the difficult circumstances that are a part of the profession of arms."

Trust factors are difficult to measure but too important not to measure and understand at the unit level. Some factors gleaned from recent surveys are provided below for consideration:

- According to the FY01 Retention Survey, 39% of LTs to Captains state that the influence of trust has been negative whereas, 52% of Colonels and above state the influence of trust has been positive.
- According to the FY01 Exit Survey, 41% of Marines feel that the truth cannot be taken up the chain of command without fear of reprisal whereas 41% feel that it can and 18% relate that neither is the case
- According to the FY99 Marine Corps Climate Survey, 41% of Marines feel that they can utilize the Request Mast process without suffering consequences
- According to the FY01 retention survey, 45% of NCOs relate that unit morale has been a negative influence whereas, 44% of senior officers relate that unit morale has been a positive influence.

Granted, this is only one tool to assess the climate but it does provide a glimpse of what Marines are saying. This will help us establish a baseline so we can focus on the areas of improvement to keep the Marines one in spirit where trust and teamwork is commonplace. We will work together to ensure that we are ready to meet the nation's needs across the spectrum of operations.

In a continuing effort to enhance Equal Opportunity (EO) for our Corps, HQMC (MPE) hosted a brainstorming session with eight designated Equal Opportunity Advisors (EOAs) from around the Corps on 6 and 7 September 2001. A prioritized list of topics requiring further action was developed and will be worked in the upcoming year.

Taking action to verify and/or take corrective action as it relates to the gaps at the seam identified above, we will be able to visibly reinforce that we are always ready and always faithful in one spirit.♣

Senior EOA's Comments

By MGySgt P. McLane

Senior Equal Opportunity Advisor

Recently, I met a Captain who attended a three day CO/1stSgt Equal Opportunity Workshop. After hearing how he and the 1stSgt used the Team Marine lesson plan in their company, I asked him to provide me with an email detailing the implementation. Below is the content of the email.

"My First Sergeant and I attended EO training together. The classroom lecture and discussion after provided a great deal of information.

(Afterwards) the First Sergeant and I developed a plan, using much of the info the class provided. We incorporated the Company's and Battalion's mission, how our Company (down to each squad) fits into the big picture, goals I set as the Company Commander, and of course Equal Opportunity training.

I thought this was a great way to get down to the lowest level what we do, how it impacts others, goals, and how we should treat fellow Marines/Sailors, and any individual, and how to deal with issues (chain of command, etc.).

Unfortunately for me, I did all this about 1½ years into a 2-year command. I felt that if I was armed with this info earlier the company could have had a better understanding, the Marines would know where I was coming from immediately, and there are many benefits to doing this when you take over. Again, we let the squad leaders go through a class; then platoon commanders, and then the whole company. Good idea, I will use it again."

The Team Marine lesson plan may be used in many ways. It's a tool that enables you to be creative while tailoring it to your own particular style and unit goals. By using the script as a "read ahead" and the overheads provided, you establish a dialogue where you get to know your Marines and your Marines get to know you.♣

Hail and Farewell

By MGySgt P. McLane

Senior Equal Opportunity Advisor

On 17 August 2001, the Defense Equal Opportunity Management Institute (DEOMI) EOA Course

graduated two Marine EOAs. GySgt Massari will be the EOA for COMCABWEST/MCAS Miramar and GySgt Duffield will be replacing MSgt Morin at 1st FSSG, Camp Pendleton. Please take a moment to call and welcome them. Remember when you were there!

In one of your spare moments, please take the opportunity to call and thank MSgt Morin for her very successful tour as the 1stFSSG EOA. She will be missed as she transfers to an Admin Chief billet at MCB Camp Pendleton. ♣

MPE News

By Capt D.H. Coleman

July has traditionally been a busy month at MPE and this one was no exception. The month began with two of our largest conferences—the NAACP Convention in New Orleans and the National Council of La Raza Conference in Milwaukee, Wisconsin.

Events ranging from an HBCU-Marine Corps luncheon at the NAACP Convention to a Youth Leadership Summit co-sponsored by the Marine Corps at the La Raza Conference, all helped us engage an important constituency—those individuals that influence young people and might ultimately help guide them to a career in the Marine Corps.

Other conferences held during this period included the National Naval Officers Association and the Montford Point Marine Association. The latter was held in St Louis this year and featured the Commandant of the Marine Corps as the keynote speaker. This year's convention also served as the kickoff for the organization's fund raising campaign to build a memorial

to the Montford Point Marines at Camp Johnson.

The National Naval Officers Association held their annual conference in Quantico this year, with featured speakers including the CNO and the Commandant of the Coast Guard. The group elected Colonel John Boggs to lead them for the next two years.

The last event MPE attended during this period was the ceremony where President George Bush presented the



President Bush Presenting a Code Talker the Congressional Gold Medal

original 29 Navajo Code Talkers with Congressional Gold Medals. Held in the Capitol Rotunda, this event was attended by four of the five remaining original Code Talkers.

Events attended include:

- National Association for the Advancement of Colored People, New Orleans, Louisiana – July 6-13
- National Council of La Raza, Milwaukee, Wisconsin – July 14-18
- Montford Point Marine Association, St Louis, Missouri – July 18-21
- National Naval Officers Association, Quantico, Virginia – July 16-20

- Navajo Code Talker Congressional Gold Medal Presentation Ceremony, Washington, DC – July 26♣

Equal Opportunity Surveys: What are they? What have they told us?

By Capt D.H. Coleman

Surveys are a pervasive part of modern life. People's attitudes and opinions, especially those communicated by surveys, help to shape politics, commerce, entertainment, and a host of other fields.

The field of equal opportunity is no different. In the Marine Corps, we use many surveys to help measure attitudes relating to command climate, sexual harassment, and equal opportunity.

What follows will be a description of the most common surveys used in the Marine Corps and general overview of what these tools tell us.

What are the surveys?

There are three main surveys administered to Marines: Marine Corps Command Assessment System for Windows (MCCASWIN), Marine Corps Climate Survey (MCCS), and Military Equal Opportunity Climate Survey (MEOCS). The Armed Forces Equal Opportunity Survey (AFEOS) was administered to a sample of Marines between 1996 and 1997, but it does not have the long history associated with the other surveys.

The MCCASWIN is a computer-based system primarily employed by the Marine Corps' Equal Opportunity

Survey	Source	Consumer	Reported to:
MEOCS – Military Equal Opportunity Climate Survey	DEOMI	Commander	Commander
MCCASWIN - Marine Corps Command Assessment Survey for Windows	EOA	Commander	Commander
MCCS - Marine Corps Climate Survey	USMC	USMC	USMC
AFEOS – Armed Forces Equal Opportunity Survey	DOD	DOD	DOD

Advisors to help commander’s assess the climate at their units.

The MCCASWIN is different from the other surveys here in that its results are reported only to the commander who requests them. Along with the MEOCS, it is the only survey where a commander can add questions in order to gather information on issues peculiar to their command.

Another survey designed to inform the local commander is the **MEOCS**. The MEOCS is the primary instrument in a survey program operated by the Defense Equal Opportunity Management Institute.

The MEOCS is a confidential survey that is only shared with the commander who requests it.

The **MCCS** is a survey that is administered Marine Corps-wide every two years in order to measure servicemembers’ experiences regarding organizational climate issues, equal opportunity, and sexual harassment.

The last survey, and the largest and newest of the group, is the **AFEOS**. As its name implies, this survey was given to a sample of service personnel from all branches of the Armed Forces—over 76,000 surveys were mailed out.

Another version of this survey is scheduled to be administered next year.

What Have These Surveys Told Us?

The primary survey for providing an overview of command climate in the Marine Corps is the MCCS. We will use two other surveys, the MEOCS and the AFEOS, to help round out this picture.

Due to our space limitations and the comprehensiveness of these surveys, our comments here must necessarily be brief. The following bullets capture the essence of these surveys:

- The MCCS and MEOCS show positive trends in the areas of race/ethnicity, gender issues, commitment, and mission effectiveness.
- The MCCS and AFEOS indicate

that most Marines feel they are treated fairly in regards to professional development, performance evaluation, and legal justice (See table “Attitudes About Leadership, Performance Evaluation, and Discipline”).

- The MCCS results indicate that a very low percentage of Marines are targets of extremist/hate group activity or recruitment (See table “Extremist Activity”).
- The MCCS and MEOCS indicate that the percentage Marines who reported they filed a complaint has decreased.
- The MCCS results show a decline in the percentage of Marines experiencing racial and gender discrimination and sexual harassment compared to past surveys.
- All three surveys indicate large gaps in perception between men and women, and majority and minority members.
- MEOCS reports 24% minority and 25% women rate the overall equal opportunity climate as “poor” to “very poor.”
- All three surveys indicate some Marines have concerns regarding the reporting process (See table “Attitudes About the Reporting Process”).

Attitudes About Leadership, Performance Evaluation, and Discipline	
MEOCS:	Unit cohesion, job satisfaction, and organizational commitment are showing upward trends.
MCCS:	Eighty-two percent of whites and 76% of minority enlisted felt their chain of command treated them fairly. Sixty-two percent of whites and 58% of minorities reported the discipline system as fair.
AFEOS:	Ninety-three percent reported no performance evaluation bias.

Attitudes About the Reporting Process	
MEOCS:	Seventy-five percent of those reporting they filed a complaint were unhappy with the outcome.
MCCS:	Marines feel they would be disloyal if they file a complaint; they do not fully understand the Informal Resolution System.
AFEOS:	Of those who filed a complaint, <ul style="list-style-type: none"> Forty-two percent dissatisfied by the availability of information on how to report or file a complaint. Forty-three percent were dissatisfied with how they were treated by people handling their complaint. Fifty-seven percent felt they were not kept informed about the progress of their complaint. Fifty-eight percent were dissatisfied with the complaint process overall.

Conclusion

Taken together, these surveys present a mixed picture of the Marine Corps' equal opportunity climate. Overall, there are many positive indicators—important dimensions of command climate such unit cohesion, job satisfaction, and organizational commitment are on the rise.

The picture becomes more complex when you look at the survey data along the traditional equal opportunity cleavages of race/ethnicity and gender relations. This analysis reveals a persistent perception gap.

The MEOCS data presents this in clear relief: women and minorities uniformly have a more negative perception of the equal opportunity climate in the Marine Corps.

This gap is, however, not unique to the

Marine Corps or the Armed Forces generally. Surveys from prominent national polling organizations like Gallup and Roper indicate pronounced perception gaps, particularly between the races.

While it is easy to dismiss the perception gap in the Marine Corps as an unavoidable reflection of societal trends, this attitude is at odds with our ethos. As Marines, we believe in the transformative power of belonging to this organization and upholding its principles.

Faithfully embracing these principles means that Marine leaders must tackle this challenge with the same urgency they would any other impediment that erodes the cohesiveness of their unit.

Leadership is the most important bond between Marines. If this bond is to

grow and strengthen, it needs to connect all members of this organization. Anything less jeopardizes our most value asset: our Marines. ♣

Additional information

on the surveys discussed in this article can be found in:

[MCCS MARADMIN](#)

[AFEOS Report](#)

[MEOCS Web Site \(DEOMI\)](#)

Observance Events

By Capt D.H. Coleman

From time to time, Marines will see Marine Administrative Messages discussing a particular ethnic observance period or hear about an observance at the local base theater.

These events and messages are designed to help promote understanding and awareness between Marines of different backgrounds.

To further this goal, the Department of Defense recognizes the following observance events each year:

- Martin Luther King, Jr. Federal Holiday*
- African-American/Black History Month*
- Women's History Month*
- "Days of Remembrance" of Victims of the Holocaust
- Asian Pacific-American Heritage Month*
- Women's Equality Day
- Hispanic Heritage Month*
- Native American Heritage Month*

(The asterisk represents those observance events for which the Marine Corps produces a Marine Administrative Message.)

Commands within the Marine Corps are given the following guidance regarding observance events: "Commanders are expected to

Extremist Activity	
MCCS:	Two percent of whites and 2% of minorities reported extremist groups targeted them. Less than 1% of white and 1% of minorities were subject to recruitment.

publicize these events [and] establish policy that supports and allows personnel to have a reasonable opportunity to participate.” (Appendix J, MCO P5354.1C)

Certain elements are common to a well-organized observance event, the most important being strong command support. Along with command support, other necessary features of a good program include a committed group of individuals to organize the event, a solid plan, and the necessary resources (i.e., funding, speakers, public affairs support, etc.).

If you need more detailed information on organizing an observance event, or information on what themes have been adopted for upcoming observances, there are two documents published by the Defense Equal Opportunity Management Institute available for download at the MPE web site under [Resource Library](#).♣

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